

LAND AND PROPERTY ASSET MANAGEMENT STRATEGY 2019/22

EXECUTIVE SUMMARY

1. The production of a Land & Property Asset Management Strategy is recognised as good practice in the proper management of the Council's physical assets. The aim of this Asset Management Strategy is to ensure that the Council utilises its property asset basis in the most effective, efficient and economical way to contribute to the achievement of the Council's Strategic Plan.
2. The fundamental approach assumed for the Asset Management Strategy is three-fold:-
 - Identify all of the Council's assets and how they are used in the delivery of Council services, or to generate income;
 - Where assets are not used in the delivery of services, and can be considered surplus to requirements, or where income generation is not sufficient to over-ride other considerations, dispose of them in the most appropriate way to ensure maximum capital receipts, or other economic or social benefits, in line with the Council's Strategic Plan;
 - Maintain and invest in the remaining assets, in line with approved budgets, to ensure they are operationally sound and are operated effectively, efficiently and economically.
3. The Asset Management Strategy has been prepared within the context of the Council's strategic planning process and is based around the achievement of the Strategic Plan. It provides the broad framework for asset planning and sets out the governance arrangements for implementing the Strategy.
4. At 1st April 2019 the Council's asset base comprised 782 property assets with a value of £51.5m¹ (although it should be acknowledged that there are continual changes to the asset base of the Council). Both the number and the value have reduced significantly in recent years through a combination of disposals, transfers to Town & Parish Councils and revaluations.
5. To implement the Asset Management Strategy in a manageable way, an outline review of assets by operational category has been undertaken. This identifies what assets the Council has, how they are used by the Council, some of the issues that are relevant to the use of those assets and, importantly, the future strategy for each category.
6. It is acknowledged that the Council can work in partnership with other organisations to get best value from the use of its assets. Part of the proposed Strategy is to continue identifying and exploiting these opportunities, including through the use of various partnership vehicles such as the Lancashire One Public Estate (OPE) Programme.

¹ This figure differs to that which is in the Statement of Accounts due to the accounting treatment of low value 'de minimis' sites

1. INTRODUCTION

1.1 Strategic Asset Management *'is the activity that seeks to align the Council's asset base with its strategic aims and objectives. It should ensure that land, property and other assets of the Council are optimally structured in the best corporate interest of the Council'* [Source of Definition: RICS 2008 Public Sector Asset Management Guidance]. There has been a proactive approach to asset management in Pendle in recent years and this Strategy gives the opportunity to review our approach for all categories of property based assets. This document sets out the Council's Asset Management Strategy for its property assets for the three years 2019/20 to 2021/22.

1.2 The overall **Aim** of this Strategy is:

'To ensure that the Council utilises its property asset base in the most effective, efficient and economical way to contribute to the achievement of the Council's Strategic Plan'

The Council's Asset Management **Objectives** are to:-

- Ensure the most economic, efficient and effective use of all property assets
- Align the use of property resources to the Council's strategic aims
- Provide buildings and facilities which are safe, accessible for all users and comply with all relevant statutory requirements.
- Facilitate the development of collaborative working arrangements with other public, private and voluntary bodies in the District/County in order to share best practice and explore common property objectives
- Dispose or transfer land and buildings that are surplus to requirements to generate capital receipts or wider economic and social benefits

2. STRATEGY CONTEXT

National Context

- 2.1 Successive Governments have acknowledged for some time that more efficient and effective asset management is a key theme in delivering improvement in public services.
- 2.2 The Government are championing better use of assets across the public sector through the One Public Estate (OPE) Programme. The programme began in 2013 and is delivered in partnership by the Local Government Association and Office of Government Property in the Cabinet Office. It aims to:
- Create economic growth, new homes and jobs
 - Deliver more integrated customer-focused services
 - Generate efficiencies through capital receipts and reduced running costs
- 2.3 The programme provides practical and technical support and funding to Councils to deliver ambitious property focused programmes in collaboration with Central Government and other public sector partners. Pendle is part of the OPE Programme through the Lancashire partnership.

Pendle's Strategic Plan

- 2.4 In July 2018 the Council approved the Strategic Plan 2018/20. The Strategic Plan is structured around four corporate strategic objectives. These are as follows:-

	Council Strategic Objectives
1	Working with partners, the community and volunteers to sustain services of good value
2	Helping to create and sustain jobs with strong economic and housing growth
3	Helping to create and sustain resilient communities
4	Maintaining a sustainable, resilient and efficient organisation which is Digital by Default

2.5 The Asset Management Strategy will contribute to all of these Objectives by:-

- Making better use of assets to reduce costs and generate income to sustain services
- Transferring assets to Town & Parish Councils to maintain local facilities and deliver key services
- Releasing land for economic and housing uses
- Providing opportunities for co-location of services with other public sector partners
- Making more efficient use of office space which will encourage more joint working between Service Areas

3. GOVERNANCE

Council

- 3.1 Pendle Borough Council comprises 49 Councillors. They are responsible for making decisions on behalf of the local community about local services, and are there to represent its views. The Council determines the main policies of the Council and sets the budget.
- 3.2 A Policy & Resources Committee comprising 13 Councillors is responsible for implementing Council policies and the budgets. For 2019/20 this will comprise 6 Conservative, 4 Labour and 3 Liberal Democrat Members in line with political balance rules. This Council structure has been in place since May 2018 when it replaced the previous Leader and Executive arrangements. Under this system of governance there are no Member Portfolio Holders.

Corporate Property Officer

- 3.3 The Council is required to have a Corporate Property Officer (CPO). At Pendle Borough Council, this responsibility has been assigned to the Housing Health & Economic Development Manager. The role of the CPO is to:-
- Advise the Council's Management Team on all strategic asset management issues;
 - Advise the Policy & Resources Committee on all strategic asset management matters;
 - To be responsible for the delivery of effective asset management throughout the Council;
 - To have overall responsibility for acquisition, lettings and disposal, including approving terms where necessary and with the delegated authority provided;
 - To have overall responsibility for asset management budgets;
 - To champion the shared use of buildings and property within the organisation;
 - To ensure that asset delivery plans, policies and processes are 'fit for purpose'.

3.4 The CPO works closely with Liberata Property Services on the delivery of the Council's Property function.

Asset Management Working Group

3.5 An Officer Asset Management Working Group is in place to oversee the implementation of this Strategy and this group meets monthly. The Group comprises of the following:-

Officer	
Chief Executive	Pendle
Housing Health & Economic Development Manager	Pendle
Head of Property Operations	Liberata
Estates & Asset Management Leader	Liberata
Facilities Manager (for specific schemes)	Liberata

Estates and Property Service

3.6 The Council has entered into a public/private partnership with Liberata for the provision of a range of services including Property Management. In summary, the Property Management Service provided by Liberata is responsible for:-

- Design and contract management;
- Asset Management and Estates;
- Facilities Managements

3.7 The requirements of the contract are monitoring regularly with at least an annual review of performance against a detailed specification of requirements and a range of specific performance indicators.

3.8 The delivery of the Estates and Property Service will continue to be monitored as part of the overall management of Liberata services.

4. THE COUNCIL'S ASSET BASE

- 4.1 The Council is a significant property owner with 782 Property Based assets valued in excess of **£51.5m (excluding Vehicle Plant & Equipment) at 1st April 2019**. This has reduced from £87.7m in 2011 through a combination of demolition of regeneration properties, disposals, transfers to Town & Parish Councils and revaluations. The Council's property and land assets are valued by a registered valuer using appropriate valuation methods as determined by the Royal Institution of Chartered Surveyors (RICS). Valuations are, as a minimum, undertaken every five years although, in the event of a material change in the use or state of repair of an asset, it may be necessary to undertake ad hoc valuations as required.

Condition of the Council's Asset Base

- 4.2 The condition of the Council's assets is the subject of continuous review with the costs of routine day-to-day repairs and maintenance covered in the Council's revenue budgets. The Council has limited funding within its capital programme to deal with more major repairs and upgrading but the disposal of assets that generate capital receipts can provide funding towards such works.

Suitability and Sufficiency Assessments

- 4.3 Assessments of **suitability** consider how well the Council's properties meet the needs of the services that are provided. **Sufficiency** assessments focus on total areas and the quantity of space for individuals in relation to the demand for the space. As reviews of property assets are undertaken, suitability and sufficiency assessments will be undertaken in the context of the objectives of the review.

Statutory Testing and Certification

- 4.4 A wide range of statutory tests are undertaken and certificates obtained to ensure a safe environment always exists, such as electrical installations, fire alarms and asbestos testing. These tests are generally undertaken on an annual basis and remedial action identified and carried out where necessary. The majority of these issues are dealt with by Liberata as part of the existing contractual arrangements, albeit the work, in most instances, is undertaken by third party specialists. Maintenance and conditions logging is also a requirement of our current insurers and in order to defend claims they insist on written cyclical inspection regimes.

Disabled Discrimination Act (DDA) (2005)

- 4.5 The Council has had in place since 2005 a programme of works to raise the standard of Council properties that are accessed by residents to be compliant with the Disabled Discrimination Act (DDA) (2005).

5. PROPERTY DATA

- 5.1 The Council's property and asset data is primarily held by Liberata.
- 5.2 Liberata use the Technology Forge system to record details of all of the Council's land and properties. The system holds basic ownership and valuation data together with building condition surveys. A separate system holds data on asbestos, legionella survey data and electrical and gas survey information.
- 5.3 A project is currently underway to digitise the Council's land ownership records. The Council's ownership records have been acquired from the Land Registry and are now held on a Geographical Information System, providing a more efficient process for obtaining and maintaining details of the Council's land ownership. It may at a future date enable the Council to publish the information on the Council's Internet site as part of the Open Data requirements.
- 5.4 In conjunction with Liberata, the Council maintains an Asset Register. The Asset Register is prepared in compliance with the Code of Practice for Local Authority Accounting produced by the Chartered Institute of Public Finance and Accountancy (CIPFA). In accordance with proper accounting practice, the Asset Register will be updated annually. The valuation of land and property assets will be undertaken on a rolling 5 year programme and will be carried out by a Chartered Surveyor (RICS) Registered Valuer.

6. ASSET REVIEW

- 6.1 A vital part of the development and implementation of the Asset Management Strategy is to challenge why the Council owns and continues to maintain its assets. The Council's Property Asset Base (using the Asset Register but excluding Vehicle Plant & Equipment) has been analysed into the categories in Table 1. The value of these assets differs to what is shown in the Statement of Accounts due to the accounting treatment of low value 'de minimis' sites. More detail on each of these categories and a proposed strategy for each is set out below:-

Table 1: Analysis of Property Based Assets

Category of Asset	Value of Assets at 01/04/19 £000	No.	Lead Service Area
Administrative Buildings & Depots	7,853	7	Chief Executive
Community Centres	220	3	Town Councils
Surplus & Assets Held for Sale	6,887	43	Housing Health & Engineering
Commercial (Shops/Offices/Markets)	4,185	33	Liberata Property Services
Industrial Units	2,111	4	Liberata Property Services
Garage and Caravan Storage Sites	988	50	Liberata Property Services
Car Parks	2,533	56	Environmental Services
Cemeteries (incl Chapels and Lodges)	374	11	Environmental Services
Municipal Hall	898	1	Leisure Trust
Leisure Centres & Golf Course	15,735	6	Leisure Trust
Playing Fields	1,563	16	Environmental Services
Pavilions	3,416	17	Environmental Services
Play Areas/MUGAs	643	23	Environmental Services
Open Spaces/Landscaped Areas	898	151	Environmental Services
Allotments	107	30	Liberata Property Services
Vacant Property (incl. Clearance)	706	16	Housing Health & Engineering
Public Parks & Gardens	13	20	Environmental Services
Leased Land & Freeholds	1,130	191	Liberata Property Services
Miscellaneous Assets	1,271	104	Various
Total	51,531	782	

Administrative Buildings & Depots

- 6.2 All Council services, and those provided through Liberata, are now located in either Nelson Town Hall, Number One Market Street or Fleet Street Depot. Following a restructure in April 2019 Elliott House has been vacated with the staff transferring to Nelson Town Hall.

Table 2: Analysis of Administrative Buildings & Depot

	Value of Assets at 01/04/19 £000	Main Use
Nelson Town Hall, Nelson	1,725	Administration
Elliott House, Nelson	296	Vacant
Fleet Street Depot, Nelson	1,282	Administrative
Fleet Street Works Compound, Nelson	5	Depot
Compound, Lomeshaye Road, Nelson	10	Depot
No1 Market Street, Nelson #	3,283	Administration/Retail/Offices
ACE Centre, Nelson	1,253	Leisure Trust
Total	7,853	

The shop rental income from this building is included in Commercial Properties

6.3 Key Issues

- Ongoing reductions in staffing and the extent to which new methods of working – home working, remote working, mobile working – might allow the Council to further rationalise its office accommodation needs
- The scope for sharing accommodation (and functions) with other bodies (public, private and voluntary)
- The move towards delivering services through ‘Digital by Default’ and the availability of Allpay payments through many outlets in the Borough is reducing the need for face-to-face contact with customers
- The need to provide for storage of documents that need to be retained for legal reasons

- 6.4 The strategy for Administrative Offices and Depots is to rationalise where possible the Council’s asset holdings to optimise the use of space available including investigating options for co-location with other organisations

Community Centres

- 6.5 The Council have adopted a strategy of transferring Community Centres to Town & Parish Councils and only three now remain. Two of these are leased or managed by Town & Parish Councils and one is managed by the voluntary sector.

Table 3: Analysis of Community Centres

	Value of Assets at 01/04/19 £000	Main Service User
Wheatley Close Community Centre, Fence	0	Leased to Parish Council
Roughlee Community Centre, Roughlee	0	Leased to Parish Council
Walton Lane Community Centre, Nelson	220	Voluntary Sector
Total	220	

6.6 Key Issues

- The requirement for funding to maintain the remaining property
- The longer term viability of Walton Lane Community if the existing user vacates the property

6.7 The strategy is to review Walton Lane Community Centre if the existing users vacates

Surplus & Assets Held For Sale

6.8 The disposal of a number of these sites is progressing, with the majority being for housing development. Some of the other sites have constraints such as viability or the need for compulsory purchase action so the disposal strategy is still being considered. The remaining sites are unlikely to come forward in the plan period, the majority being small sites.

Table 4: Analysis of Surplus & Assets Held for Sale

	Value of Assets at 01/04/19 £000	Potential No. of houses	Progress
Disposal being progressed			
Ravenscroft Way, Barnoldswick	100	-	Industrial
32 Every St, Brierfield	44	-	Refurbishment of empty property
Colne Lane/Bold St, Colne	72	15	Affordable Housing
Crown Way, Colne (2 areas)	440	-	Car parking adj. commercial users
Hawley St, Colne	18	3	Affordable Housing
Bright St, Colne	108	10	Supported housing
Bamford St, Nelson	70	5	Self-build housing
Algar St, Nelson	10	2	Residential - flats
Site of 37 Burns St, Nelson	1	-	Garden
Adj 6 Vernon St, Nelson	1	-	Private parking
Disposal strategy being considered			
Berkeley St/Canal, Brierfield	88	8	Viability problems to be resolved
Adj. 50 Wickworth Street, Nelson	44	2	To be offered for Self-build
Sites of Nos. 2-14 End Street	24	4	Being offered to the Developer Register
Bunkers Hill, Colne	60	12	Being offered to the Developer Register
Leach St, Colne	120	16	On hold awaiting outcome of rail feasibility
Harrison Drive, Colne	300	79	Being considered as a JV housing scheme
Aspen Grove, Earby	540	36	On hold at the request of members
Bailey St, Earby	60	12	Being considered as a JV housing scheme
Beech St/Caleb St/Giles St, Nelson (3 sites)	120	30	Subject to CPO
Elm St/Beech St, Nelson	52	8	Community housing, rest subject to CPO
Halifax Rd, Nelson	563	36	Planning permission refused
Further Clough Head, Nelson	3,225	200	Funding from Homes England for infrastructure
Reedyford Garage Site	9	-	Potential interest in acquisition
Trent Road, Nelson	48	6	To be offered to the Developer Register
Mansfield Crescent	20	2	Being offered for Self-build

Table 4 (cont)

	Value of Assets at 01/04/19 £000	Potential No. of houses	Progress
Unlikely to come forward in plan period			
Rear of 1-19 Clayton St, Barnoldswick	4	-	Gardens
Adj 1 Grey St, Barrowford	0	-	Car Parking
Rear 1-19 Pendle St, Barrowford	3	-	Gardens
Quaker Rise, Brierfield	3	-	Gardens, adjoining owner no longer interested
Tyseley Grove, Earby	18	4	On hold at the request of members
Greenwood Terr/Hartley Terr, Colne	60	4	Mineworkings need further investigation
Adj 7 Cannon St, Nelson	2	-	Garden/parking only
Adj 54 Carleton St, Nelson	1	1	House or parking/gardens
Adj 161 Manor St, Nelson	3	1	House or parking/gardens
Adj 26 Poplar St, Nelson	2	1	House or parking/gardens
Former Kingdom Hall, Scotland Rd, Nelson	1	-	Community Land Trust looking at public space
Total	6,887		

6.9 Key Issues

- The need to generate capital receipts to fund an ongoing capital programme
- Development of sites for employment use will generate business rates and additional housing will generate Council Tax and New Homes Bonus (although the future of this is uncertain) to fund services
- The valuation of the land referred to in Table 4 above is subject to designated uses and any abnormalities and cannot, therefore, be taken as the value that might be realised if the assets are sold
- A number of sites have viability issues that will make them more difficult to bring forward and reduce the potential for capital receipts
- Opportunities for development through our Joint Venture Partnerships
- There is a need to bring forward viable sites to support the Developer Register and Self Build
- There may be opportunities to work with adjoining landowners to assemble sites which have greater development potential/viability

6.10 The Council's current strategy with surplus land and property is to dispose of sites that have been declared surplus to generate capital receipts to the Council and provide wider economic and community benefits such as new housing. Opportunities will also be explored with adjoining landowners for land assembly where this provides a greater benefit than developing the sites individually

Commercial (Lettable Shops/Offices/Markets)

6.11 The Council has the following Commercial Properties which are let on various terms to a range of organisations:-

Table 5: Analysis of Commercial Properties

	Value of Assets at 01/04/19 £000	Annual Rental Income at 01/04/19 (if fully let) £000	Used by
Shops – 14 units	843	72	Private Businesses
- Additional shops within No. 1 Market Street asset	0	43	Private Businesses
Offices – 17 units	2,404	65	Private Businesses
- Liberata offices within No. 1 Market Street asset	0	292	Liberata offices
Markets – 2 sites (125 units)	938	259	Private Businesses
Total	4,185	731	

6.12 Key Issues

- There is currently good demand for our retail properties, but the nature of retail is changing with increased on-line shopping which is reducing demand for retail properties. There is a need to review how best to adapt our town centres to respond to this change
- The office market has been poor for several years and there is a need to consider whether the amount of office floorspace in the Borough needs to be reduced, through change of use or redevelopment
- Demand for market stalls is reducing, in line with many other parts of the country, and the markets are not sustainable in their current form. The rental income for the markets is no longer realistic.

6.13 The Council's current strategy with commercial properties is to maximise the rental yield to the Council from each letting or to consider change of use/redevelopment when a property become difficult to let

Industrial Units

6.14 The Council has the following Industrial Units let either on a lease or a tenancy at will. These units are popular and generally can be re-let quickly when they become vacant.

Table 6: Analysis of Industrial Units

	Value of Assets at 01/04/19 £000	Annual Rental Income at 01/04/19 (if fully let) £000	Used by
Kirkby Road, Colne – 7 units	621	53	Private Businesses
Clayton Street, Nelson – 30 units	827	99	Private Businesses
Whitewalls Close, Colne – 4 units	280	28	Private Businesses
Enterprise Way, Colne – 5 units	383	37	Private Businesses
Total	2,111	217	

6.15 Key Issues

- Ensuring that void periods are minimised so that rental streams are maintained
- Ensuring that the Council is achieving a fully commercial return for its property lets through regular review of the leases;
- In view of the good levels of demand and yield for industrial sites, considering whether there is suitable surplus land where investment in industrial sites could be made, either by the Council or through our Joint Venture Partnerships

6.16 The Council's current strategy for Industrial Units is to maximise the rental yield to the Council from each letting and to explore opportunities for further investment in new Industrial units to provide additional revenue income and generate employment.

Garage Sites & Caravan Storage

- 6.17 Garage sites are split between those where we provide the site and the tenant erects their own garage (Temporary) and those where we provide garages (Permanent). Some garage sites have previously been sold but those that remain and the caravan storage site are generally well used, often with a waiting list.

Table 7: Analysis of Garage Sites and Caravan Storage

	Value of Assets at 01/04/19 £000	Annual Rental Income at 01/04/19 (if fully let) £000	Used by
Garage Sites			
Temporary (43 sites – 594 plots)	598	66.7	Residents
Permanent garages (8 sites – 97 garages)	310	33.3	Residents
Caravan Storage	80	12.1	Private caravan owners
Total	988	112.1	

6.18 Key Issues

- the costs of the re-roofing programme on sites where we provide a garage
- the need to ensure that garages that are erected by tenants are adequately maintained
- the need to ensure that they are not being used for unauthorised storage
- the benefits of reducing on-street car parking in areas where this is problematic

- 6.19 The Council's strategy for Garage Sites and Caravan Storage is to retain the existing sites in their current use given the return on investment, but to review on individual sites if demand falls**

Car Parks

6.20 The Council has 43 'Managed' Car Parks which are managed and maintained by Neighbourhood Services. A full review of these Car Parks was undertaken in February 2017 and a further review is underway to look at how to generate additional savings. 'Resident' Car Parks have often been created through previous environmental improvement schemes and are not actively managed and are maintained on an ad hoc basis by Housing Health & Engineering Services. The Council still has a liability for these car parks.

Table 8: Analysis of Car Parks

	Value of Assets at 01/04/19 £000	Annual Rental Income at 01/04/18 £000	Used by
Managed Car Parks – 1317 spaces	2,389	16.2	Residents/Shoppers/Businesses
Resident Car Parks	89	0	Residents
Others (Sporting facilities & staff parking)	55	0	
Total	2,533	16.2	

6.21 Key Issues

- Ensuring that car parks are well utilised and, where they are not, considering what alternative uses there might be for the land
- Ongoing maintenance costs
- The scope to consider the introduction of charging for car parks balanced against the wish to encourage footfall in town centres
- The opportunity to increase the number of business permits
- The opportunity to introduce residents parking schemes for 'Resident' Car Parks

6.22 The Council's strategy for Car Parks is to retain them for the provision of car parking in town centres and localities where there remains adequate demand. In the event there is insufficient demand for individual car parks, consideration will be given to alternative uses of the sites. Opportunities will be considered for generating additional income with the aim of fully covering the costs on managing and maintaining the car parks

Cemeteries (Including Chapels & Lodges)

6.23 There are the following Cemeteries and associated buildings within the Council's Asset Portfolio. Cemeteries are valued at zero as they are classed as community assets:-

Table 9: Analysis of Cemeteries and Buildings

	Value of Assets at 01/04/19 £000	Main Service User
Colne Cemetery, Keighley Road	0	Environmental Services
Colne Cemetery Chapel	81	Environmental Services
Colne Cemetery Lodge	39	Environmental Services
Ghyll Cemetery, Barnoldswick	0	Environmental Services
Ghyll Cemetery Chapel	24	Environmental Services
Nelson Cemetery, Walton Lane	0	Environmental Services
Nelson Cemetery Chapel	200	Environmental Services
Nelson Cemetery Lodge	30	Environmental Services
Wheatlands Cemetery, Earby	0	Environmental Services
Barrowford Cemetery, off Colne Road	0	Environmental Services
Salterforth Cemetery	0	Environmental Services
Total	374	

6.24 Key Issues

- Balancing the cost of cemetery fees with maintenance costs
- Ensuring sufficient space to meet future needs

6.25 The Council's strategy for Cemetery Buildings is to maintain them in their current use.

Municipal Halls

6.26 The Council currently has one asset classed as a Municipal Hall, which is shown in the table below:-

Table 10: Analysis of Municipal Halls

	Value of Assets at 01/04/19 £000	Main Service User
Colne Municipal Hall (The Muni)	898	Pendle Leisure Trust
Total	898	

6.27 The Council's strategy for the Colne Municipal Hall (the Muni) is determined largely by the sustainability of the grant payable to the Pendle Leisure Trust. At this stage, the plan is to maintain the Muni in its current use to ensure that it can continue to be used as at present.

Leisure Centres & Golf Courses

6.28 The Council's Indoor Leisure Centres and one Golf Course are all leased to the Pendle Leisure Trust

Table 11: Analysis of Leisure Centres & Golf Courses

	Value of Assets at 01/04/19 £000	Main Service User
Pendle Swimming Pool/Leisure Centre, Colne	5,262	Pendle Leisure Trust
Wavelengths Swimming Pool/Leisure Centre	2,152	Pendle Leisure Trust
Wavelengths Spa, Nelson	2,706	Pendle Leisure Trust
West Craven Swimming Pool/Leisure Centre	4,617	Pendle Leisure Trust
Marsden Park Golf Course, Nelson	534	Pendle Leisure Trust
Marsden Park Clubhouse, Nelson	464	Pendle Leisure Trust
Total	15,735	

6.29 Key Issues

- The changing demand for the use of indoor sporting facilities, particularly for swimming pools
- Competition from private gyms
- The extent to which the Trust can balance commercial versus community use of the assets to reduce revenue costs
- The significant cost to Pendle of operating three Swimming Pool/Leisure Centres against the backdrop of reducing resources
- The limited resources for maintenance and upgrading of these sites (particularly the capital renewal)

6.30 The Council's strategy for Indoor Sports facilities and the Golf Course is determined largely by the sustainability of the Council's grant to Pendle Leisure Trust

Playing Fields

6.31 The Council adopted a Playing Pitch Strategy in 2016. The former Lucas Sports Ground (Reedley Sports Ground) is due to come under Pendle's ownership in 2019.

Table 12: Analysis of Playing Fields

	Value of Assets at 01/04/19 £000	Main Service User
Playground, Priory Way, Barnoldswick	9	Environmental Services
Bullholme Playing Fields, Barrowford	70	Environmental Services
John Bradley Playing Fields, Brierfield	74	Environmental Services
Holt House Playing Fields, Colne	156	Environmental Services
King Georges Playing Field, Colne	0	Environmental Services
Sough Park Recreation Ground, Sough	0	Environmental Services
Laneshawbridge Recreation Ground	0	Environmental Services
Swinden Playing Fields, Nelson	107	Environmental Services
Cycle Hub, Swinden Playing Fields	516	Environmental Services
Edge End Playing Fields, Nelson	91	Environmental Services
Hodge House Playing Fields, Nelson	76	Environmental Services
Ringstone Playing Fields, Nelson	80	Environmental Services
Seedhill Athletics Track, Nelson	264	Pendle Leisure Trust
Thomas Street Bowling Green, Nelson	12	Environmental Services
Trawden Recreation Ground, Trawden	110	Environmental Services
Total	1,563	

6.32 Key Issues

- The significant maintenance cost of these assets
- The level of usage of each site and whether it is possible to generate more income
- The availability of private facilities elsewhere within the Borough
- The scope to transfer the responsibility of assets to other organisations e.g. Town & Parish Councils, private sporting clubs

6.33 The strategy for Outdoor Sports Facilities is to transfer them to Town & Parish Councils where possible and maintain the remaining ones for use by sporting organisations whilst seeking opportunities to reduce the net operating costs of the assets.

Pavilions

- 6.34 In recent years, the Council has invested substantially in new Pavilions at Bullholme - Barrowford, Holt House - Colne and Edge End - Brierfield. Many of the others require expenditure to keep them in a satisfactory state.

Table 13: Analysis of Pavilions

	Value of Assets at 01/04/19 £000	Main Service User
Bowls Pavilion, Barrowford Park	45	Environmental Services
Bullholme Pavilion, Barrowford		Environmental Services
Bowls Pavilion (1), Heyhead Park, Brierfield	22	Environmental Services
Bowls Pavilion (2), Heyhead Park, Brierfield	25	Environmental Services
Pavilion, Parson's Clough, Brierfield	37	Environmental Services
Pavilion, Alkincoats Park, Colne	90	Environmental Services
Recreation Hall, Ball Grove, Colne	234	Environmental Services
Holt House Pavilion, Colne	753	Environmental Services
Sough Park Changing Rooms	48	Environmental Services
Bowls Pavilion, Sough Park	29	Environmental Services
Pavilion, Victoria Park, Nelson	179	Leased to Victoria Park CIC
Pavilion, Swinden Playing Fields, Nelson	236	Environmental Services
Edge End Pavilion, Nelson	575	Environmental Services
Pavilion, Seedhill Athletics Track, Nelson	225	Environmental Services
Bowls Pavilion, Marsden Park, Nelson	56	Environmental Services
Bowls Pavilion, Thomas Street, Nelson	35	Environmental Services
Pavilion, Trawden Recreation Ground	128	Environmental Services
Total	3,416	

6.35 Key Issues

- The significant maintenance cost of these assets
- The limited resources for the replacement and renewal of these facilities
- The level of usage of each site and whether it is possible to generate more income;
- The scope to transfer the responsibility of assets to other organisations e.g Town & Parish Councils, private sporting clubs

- 6.36 The strategy for Pavilions is to transfer them to Town & Parish Councils where possible and maintain the remaining ones for use by sporting organisations whilst seeking opportunities to reduce the net operating costs of the assets.

Play Areas/MUGAs

6.37 The ownership and management of a number of play areas and multi-use games areas has transferred to the individual Town & Parish Councils since April 2018. The remaining assets are the responsibility of Environmental Services. The Pendle Open Space Audit 2018 provides quality and quantity assessments of play facilities and there are annual independent inspections to prioritise repairs and maintenance budgets. There are no capital budgets for replacement.

Table 14: Analysis of Play Areas/MUGAs

	Value of Assets at 01/04/19 £000	Main Service User
Play Areas (17)	471	Environmental Services
Multi-Use Games Areas (5)	172	Environmental Services
Skate Park (1)	0	Environmental Services
Total	643	

6.38 Key Issues

- The ongoing cost of maintaining these assets
- Lack of funding for replacement and upgrading to respond to the changing interests of children and young people
- The lack of resources for the replacement and renewal of these sites
- Opportunities for further transfer to Town & Parish Councils

6.39 The strategy for Play Areas and MUGAs is to transfer them to Town & Parish Councils where possible and maintain the remaining ones to ensure that they remain safe to use.

Open Space & Landscaped Areas

6.40 This category includes small sites such as grass verges and highway edges as well as clearance areas, s106 land and some relatively large grassed environmental improvement areas.

Table 15: Analysis of Open Space/Landscaped Areas

	Value of Assets at 01/04/19 £000	Main Service User
Open Space & Landscaped Areas (151)	898	Environmental Services
Total	898	

6.41 **Key Issues**

- These sites are often an attractive feature, particularly in the more built up areas
- Generally small and low value sites with limited development potential
- Ongoing maintenance costs

6.42 **The strategy for Open Space & Landscaped Areas is to respond to individual requests for disposal**

Allotments

6.43 In March 2016 the Council agreed to transfer the freehold ownership of the 17 Colne allotment sites to the Colne Town Council but this has not yet been completed. The Council retains an allotment site in both Brierfield & Laneshawbridge, managed by Liberata. Responsibility for & management of the Nelson allotments is with Nelson Town Council (the Council now retains only the freehold). Responsibility for managing them is with the Nelson Town Council. The Council does not, therefore, have either a management or maintenance responsibility for these assets

Table 16: Analysis of Allotments

	Value of Assets at 01/04/19 £000	Main Service User
Richmond Avenue Allotments, Barnoldswick	1	Barnoldswick Town Council
Colne Allotments (17)	21	Colne Town Council
Nelson Allotments (12)	82	Nelson Town Council
Edge End Allotments, Brierfield	2	Liberata
Sheridan Road Allotments, Laneshawbridge	1	Liberata
Total	107	

6.44 The Strategy with Allotments is for the Council to allow Nelson Town Council, at its own cost, to manage the remaining allotment sites in Nelson and to look at opportunities to transfer those in Brierfield and Laneshawbridge.

Vacant Properties

6.45 The properties were bought for regeneration purposes under the former Housing Market Renewal programme with the majority proposed for demolition. Demolition of one block was undertaken at the end of 2018/19 (not yet reflected in the figures below). Demolition of another block at Elizabeth Street is subject to the acquisition of one outstanding property, which is likely to involve Compulsory Purchase. The remaining property is being disposed of to the private sector for refurbishment.

Table 17: Analysis of Vacant Properties

	Value of Assets at 01/04/19 £000	Main Service User
Vacant Properties (16 properties)	706	Housing Health & Engineering
Total	706	

6.46 The strategy is to demolish or dispose of the remaining properties

Public Parks & Gardens

6.47 Three of the Council's Public Parks & Gardens have transferred to Town & Parish Councils since 1st April 2018. The majority of the remainder are classified as Community Assets and are the responsibility of Environmental Services.

Table 18: Analysis of Public Parks & Gardens

	Value of Assets at 01/04/19 £000	Main Service User
Public Parks & Gardens (20)	13	Environmental Services
Total	13	

6.48 **Key Issues**

- Ongoing Maintenance costs
- Opportunities to work with Parks Friends Groups to improve the parks
- Opportunities to transfer further parks to Town & Parish Councils

6.49 The strategy for Public Parks & Gardens is to transfer to Town & Parish Councils where possible and to maintain the remaining assets, working with Parks Friends Groups where established

Leased Land & Freehold

6.50 This category includes both industrial & residential land.

Table 19: Analysis of Leased Land & Freehold

	Value of Assets at 01/04/19 £000	Main Service User
Leased Land & Freehold (190)	1,130	Liberata Property Services
Total	1,130	

6.51 Key Issues

- There are a range of lease terms and end dates and ground rents receivable
- The need to ensure that rents reflect current market conditions in order to maintain occupancy and to maximise income
- Most ground rents are non-reviewable and are often insufficient to collect on an annual basis

6.52 The strategy for Leased Land and Freehold is to respond individually to requests to extend leases or purchase the freeholds

Miscellaneous

6.53 This includes highways, grazing land, garden tenancies, war memorials, nature reserves, services, housing needs, bus turnarounds & shelters and public conveniences.

Table 20: Analysis of Miscellaneous

	Value of Assets at 01/04/19 £000	Main Service User
Miscellaneous Assets (104)	1,271	Various
Total	1,271	

6.54 Key Issues

- The diverse nature of the assets means that each one needs to be considered individually
- The maintenance costs associated with the assets

6.55 The strategy for Miscellaneous is to consider each one individually if there is no longer a need for the asset

7. PROPERTY INVESTMENT STRATEGY

- 7.1 There are limited opportunities for the Council to generate additional income from its current property assets and it therefore needs to consider opportunities to purchase additional assets which would generate income.
- 7.2 A Commercial Strategy for 2019/20 was approved by Policy & Resources Committee in December 2018. It was acknowledged that the Council already had a wide range of successful commercial activities but would seek to explore new income generation opportunities and also maximise the market share from its customers.
- 7.2 As part of this Commercial Strategy a Property Investment Strategy has been produced. This will set out how the Council intends to increase its property asset base to generate additional income.

8. PARTNERSHIP WORKING AND FUNDING

8.1 The Council is committed to working in partnership to optimise the use of land and property related assets and to secure funding. Key partnerships that the Council will continue to develop to optimise the use of assets are:-

- **Town & Parish Councils** – A number of assets have already been transferred to Town & Parish Councils which will enable them to continue to manage the assets for the benefit of local residents
- **The PEARL Group** – The Council will continue to use the PEARL Group of Companies to undertake marginal developments as a means of bringing sites back into use. This includes the new joint venture between Pendle Council, Barnfield and Together Housing (PEARL Together) to develop sites for open market and affordable housing. As part of this work, consideration will be given to the Council's ability to transfer surplus assets to the PEARL Group of companies as its contribution to the joint venture(s). Each potential asset disposal/transfer will be considered on its own merits.
- **Registered Providers** – Apart from the PEARL Together joint venture Pendle Council will work with other registered providers to bring forward land for affordable housing
- **Other Public Bodies (OPE)** – The Council will continue to work with Lancashire County Council and other public bodies through the Lancashire One Public Estate (OPE) Programme to explore opportunities for the development of co-terminous land, land swap opportunities and co-location of services, including bids for funding through the programme
- **Lancashire Local Enterprise Partnership (LEP)** – The LEP is the vehicle through which the Government is directing most resources for economic growth and regeneration funding. PEARL have recently been successful in obtaining Growing Places loan funding to support the delivery of housing schemes delivered by the joint venture
- **Homes England** – The majority of Government funding to bring forward sites for new housing development is channelled through a range of programmes managed by Homes England. In 2018 Pendle were successful in securing £1.1m of funding through the Accelerated Construction programme to fund the road infrastructure that will open up the Further Clough Head site to development.